



2010 ANNUAL REPORT

# Our Commitment to community

WASHINGTON COUNTY DEPARTMENT OF SOCIAL SERVICES

## MISSION

*We serve people, promote self-reliance, and provide safety by delivering quality services and developing community partnerships.*

## VISION

*We envision Washington County as a community where people are responsible, self-reliant, economically secure, and safe from abuse and neglect.*

## VALUES

*In all of our interactions with employees, clients and stakeholders, we will be guided by the following values:*

*Human Dignity*

*Respect*

*Compassion*

*Teamwork (Collaboration)*

*Communication*

*Quality of Services*

*Integrity*

## GOALS

*To create a work environment that fosters growth, teamwork, open communication, respect and in which all employees are recognized for their value as the organization's greatest asset.*

*To promote community partnerships through effective communication, cooperation and collaboration.*

*To continuously improve the quality of service.*

*To promote public awareness of the agency's mission and services.*

*To treat all customers/clients with respect and to communicate the services offered by the agency and its community partners.*







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THE PAST YEAR HAS  
BEEN MARKED BY  
*continued*  
PROGRESS IN OUR  
COMMITMENT  
TO COMMUNITY.

## MESSAGE FROM THE DIRECTOR

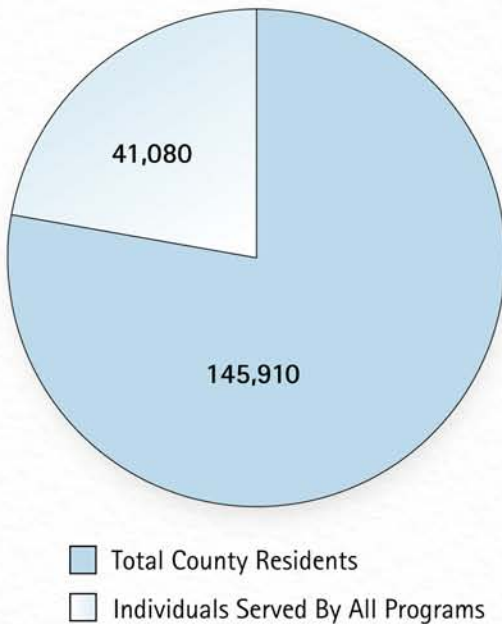
It is with great pleasure that I present the 2010 Annual Report. The past year has been marked by continued progress in our commitment to community. This commitment goes beyond providing county residents with quality services that enable a safe, healthy, basic standard of living. It means working as a team with community partners toward common goals, and developing creative and responsive services, which allow county residents to be safe and reach their full potential. We embrace strategic planning and continuous quality improvement as the primary means to reach our goals.

Fiscal Year 2010 has been the most challenging year for our clients and staff. Washington County has been extremely hard hit by the national recession as evidenced by our local unemployment rate which exceeded ten percent. Vulnerable adults, children and families were all negatively affected by the grim economic conditions. Sixteen hundred and nine more families received Food Stamps than in FY'09 (28 percent). The number of Temporary Cash Assistance cases increased 26 percent to 501. Altogether, the Department took a total of 24,509 applications (19 percent increase) from county residents with poverty-related needs. For the second year in a row, Child Support collections fell below the previous year's level. Reports of physical abuse of children increased ten percent. Adult Protective Services (APS) staff completed 344 investigations of abuse, neglect or exploitation, while the Social Services to Adults (SSTA) staff maintained 495 clients in community settings.





**COUNTY RESIDENTS SERVED BY WCDSS**  
*Fiscal Year 2010*



*Martha K. West, Executive Assistant*

Many staff experienced caseload increases of varying duration caused by a soft hiring freeze. As a result of state budgetary constraints, state employees were also affected by a second year of an across-the-board salary cut, and furlough days.

Despite these obstacles, our outstanding staff achieved many noteworthy accomplishments described in the following pages. Particularly encouraging was the continued success of our Family Centered, and Community Based, case-work which helped to safely maintain at risk children in family or kinship placements. Family Investment (FI) and Child Support staff demonstrated great creativity and resourcefulness re-engineering work processes to compensate for workload increases. Specifically, FI staff instituted group redeterminations and reception room triaging to expedite case processing. In May, the Food and Nutrition Service recognized Washington County as the only County in the State to exceed their payment accuracy goal. Child Support staff implemented Phase I of the new state medical support law designed to make parents financially responsible for their childrens' health insurance.

The Department's successful performance in FY'10 is a direct result of the tireless efforts of Karen Christof, *Assistant Director for Adult, Child, and Family Services*; Rosalind A. Martin, *Assistant Director for Family Investment*; L. Bruce Massey, *Assistant Director for Administration*; Barbara J. Moyer, *Assistant Director for Child Support Enforcement*; Martha K. West, *Executive Assistant*; and the Department's supervisors, lead workers and staff.

With the support of our community partners, the Department of Human Resources, state and local elected officials and the Board of Social Services, we will continue to build on our vision of a Washington County where all people are responsible, self-reliant, economically secure and safe from abuse and neglect.

**David A. Engle, Director**  
*Washington County Department of Social Services*

## FAMILY INVESTMENT

### FISCAL YEAR 2010 ACCOMPLISHMENTS



*Rosalind Martin, Assistant Director*

- Placed 145 Temporary Cash Assistance (TCA) customers in unsubsidized employment with 110 employers at an average wage of \$8.65 per hour.
- Continued two Job Opportunity Bus Shuttles (JOBS) to assist low-income households with transportation to and from work and childcare facilities. An average of 20 riders were served each month with an average of 511 trips scheduled each month.
- Accepted over 24,509 applications from county residents with poverty-related needs and approved 15,581 applications for various assistance programs, including TCA.
- Granted an average of 20,045 households per month some form of financial or medical assistance.
- Hosted a monthly average of 15 former TCA customers at our after-hours, off-site, *Work-It-Out* workshop for newly employed TCA customers, and provided licensed childcare for a monthly average of 19 children.
- Served 341 TCA customers through our in-house *JOBReady* Center.
- Diverted 88 percent of TCA applicants from the need for cash assistance through job placements, emergency assistance, Welfare Avoidance Grants, and referrals to community partners.
- Continued the Non-Custodial Parent Employment Program (NPEP). This program prepares non-custodial parents for employment through the job readiness program of the *JOBReady* Center to help them meet their child support obligations. Three hundred twenty-eight non-custodial parents were served in the *JOBReady* Center with 47 gaining employment for a 14.3 percent success rate at an average wage of \$8.55 per hour.
- A collaborative effort between the Family Investment Administration and the Western Maryland Consortium resulted in 37 youth from low-income families being enrolled in a Summer Jobs for Youth Program at an average hourly wage of \$7.25 for an average of 35 hours weekly.
- Services Access and Information Link (SAIL) was implemented in FY'09. Web based, SAIL was developed as a strategy to increase FI customers to apply for benefits. In FY'10, 1,245 applications were received electronically.
- Work Experience/Internship Program for TCA recipients was implemented during FY'10. Twenty-four recipients participated with nine of those placed at WCDSS in the Customer Service/Clerical Support Unit. Fifteen placements were at various sites in Washington County including Food Resources, REACH, Head Start, Salvation Army, Discovery Station, and Merkle. Participants gain experience and work skills to make themselves more marketable.
- Cut Food Stamp interview times in half through use of a new and locally developed telephone interview procedure.
- Received USDA's Payment Accuracy Achievement Award—97.65 percent federal Supplemental Nutrition Assistance Program (SNAP) Payment Accuracy for 2009.



## WELFARE REFORM IN WASHINGTON COUNTY

In FY'10, TCA cases increased 39 percent with 557 open cases. Since 1995, there has been more than an 80 percent reduction in the TCA customers served and over 1,000 cases have been closed. Many exiting the system found employment. With a local unemployment rate of 10.6 percent, we have implemented paid and unpaid work experience and internship programs. Three participants gained full-time employment with the State of Maryland as FI Aides, and one was contractually hired through Hagerstown Housing Authority and placed at WCDSS in the Customer Service Unit.

### ***JOBReady Center***

Specialized case managers in the in-house employment readiness center assess needy families with children applying for TCA for immediate and long-term needs. Barriers to successful employment are examined, skills and experience evaluated and individual plans of action are developed to assist customers overcome challenges. In addition, diversion programs such as job readiness funds, Welfare Avoidance Grants (WAGS) and Emergency Assistance (EAFC) are offered as alternatives to cash assistance. Applicants not able to find immediate employment must attend job readiness classes where a job coach helps them focus on job search techniques. The job coach maintains an important link with area employers and often matches applicants with prospective employers. Support services offered to TCA customers include job readiness funds to purchase work-related items, bus vouchers, taxi rides, and other individualized services. Bus vouchers are available for TCA customers who have access to the County Commuter in order to pursue work and travel to and from employment and childcare. Over 300 bus vouchers are dispersed each month.

The *JOBReady Center* processed 2,164 TCA applications in FY'10. While most were diverted, 145 out of 350 approved applicants found employment either through the benefit of a diversion program or on their own. When TCA

customers find employment, retention services are offered for one full year to assist the family move toward financial growth and security. Food Supplements remain at the same rate as previous to employment for five months to ease the transition from welfare and to supplement food budgets. Day care vouchers are available to supplement payments to childcare providers.





## COMMUNITY PARTNERS

Family Investment staff diligently pursues work and training programs for TCA customers in partnership with the following community organizations:

**Department of Labor, Licensing and Regulation (DLLR)**—Provides job placement and career information and resources. The Workforce Exchange allows our customers to search for current job openings in the community, create multiple resumes to use to apply online for jobs, research careers that are expected to be in high demand, file for unemployment insurance, and find occupational training programs.

**Department of Rehabilitative Services (DORS)**—Guides individuals with disabilities to employment and independent living. Works with disabled customers to help file for social security disability, provides case management, assessment, and supportive services.

**Family Center**—Expectant parents and families with children under the age of four are referred to the agency's Family Support Center for job readiness and other skills training including driver's education. Also, the *Dads' Connection* continues to offer opportunities geared toward employment services and family preservation.

**Community Action Council (CAC)**—Helps to provide TCA customers with additional services, including rental assistance and emergency funds.

**Hagerstown Housing Authority**—Assists TCA customers living in public housing through their Family Self-Sufficiency program and other subsidized housing programs.

**CASA, Inc. (Citizens Assisting and Sheltering the Abused)**—Provides counseling and other related services to TCA customers identifying domestic violence as a barrier to employment. Served 228 TCA customers during FY'10.

**County Commuter**—Operates our JOBS Shuttle and provides discounted bus vouchers to assist TCA customers without transportation to search for jobs and get to and from work. Transported an average of 20 riders each month.

**Washington County Health Department**—Two on-site Health Department substance abuse specialists screened 1,219 TCA applicants and recipients for substance abuse and provided opportunities to participate in Health Department treatment/recovery programs.

**Western Maryland Consortium**—Provides training and work experience opportunities to TCA applicants and recipients through the *Workforce Investment Act*.

**Washington County Housing Authority**—Works with WCDSS to station county employees in the agency to ensure that TCA customers achieve employment success. The agency's highly successful diversion achievements are directly related to this cooperative effort.

**Head Start of Washington County**—Provides pre-school education programs to our TCA families with children.

**Alliance for Parent, Provider and Local Employer Solutions (APPLES for Children, Inc.)**—Provides TCA customers with individualized referrals to local child care providers. In FY'10, 136 children were served.

**Washington County Community Partnership (WCCP) for Children and Families**—An integral partner in planning, development and implementation of the *Hopewell Express*.

**Horizon Goodwill Industries, Inc. (HGI)**—Believes in the power of work to strengthen disadvantaged individuals and to transform lives. They assist people with barriers to employment to be able to choose rewarding employment, achieve financial security, and build careers and lives for themselves and their families.

**Hamilton Nissan**—Volunteered to assist our customers who purchase vehicles through the Vehicles for Change program by offering them free oil changes, car washes, tire rotations, and inspections for as long as they





own their vehicles. In FY'10, eight customers received certificates to participate in Hamilton's Dealership for Life program.

### RETENTION SERVICES

Efforts to enhance employment are continued for up to one year by providing the opportunity for employed TCA customers to meet regularly with their peers and case managers. Many obstacles are identified and remedied before employment is jeopardized.

- **Work-It-Out Program**—Monthly workshops are held at Otterbein United Methodist Church for employed TCA customers to discuss issues surrounding employment and family. Topics range from childcare to budgeting. On-site childcare and refreshments are provided. In FY'10, 153 TCA customers were served, along with 191 of their children.
- **Work Central Hotline**—Former TCA customers are contacted weekly by a hotline representative to discuss problems that could interfere with being employed. The representative makes referrals and connects customers with community resources that can help to maintain employment. In FY'10, 1,185 contacts were made to TCA customers.



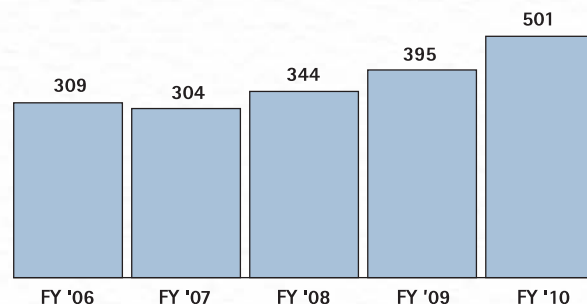
### FAMILY INVESTMENT (FI) PROGRAMS

FI administers the state and federally funded programs described below. Eligibility for each program varies and is determined by financial and technical requirements. Technical factors include criteria such as age, household composition, employment status and shelter costs. Each applicant is required to provide the needed information and verification before eligibility can be determined.

**Temporary Cash Assistance (TCA)**—(Replaced the Aid to Families with Dependent Children (AFDC) program in state law.) Temporarily provides for children in need and their caretaker relatives. Those who are employable are included on the grant and must find employment. Most adult participants can only receive benefits for five years. The average family of three unable to support themselves in FY'10 received a \$575 grant each month.



TEMPORARY CASH ASSISTANCE CASELOAD  
AVERAGE PAID CASES PER MONTH  
FY 2006 thru 2010



**Work Opportunities Program**—Maryland's welfare-to-work program. Helps TCA customers move from welfare dependency to self-sufficiency through employment. The program focuses on all non-exempt customers with children. Customers are assessed and a personal work plan is developed for each adult customer to identify needs and establish a course of action to obtain employment and self-sufficiency. Customers receive short-term vocational classes to prepare for job placement.

**Welfare Avoidance Grant (WAG)**—Cash assistance to avoid the need for TCA and/or other benefits. Payment is made on behalf of a family with children for immediate and limited work-related needs. This is not an entitlement program. Funding is limited and can only be used for needs directly related to obtaining or maintaining employment, such as vehicle repairs and job-related equipment. Persons who receive a WAG cannot receive TCA benefits for a specified time period. In FY'10, 14 households received a WAG.

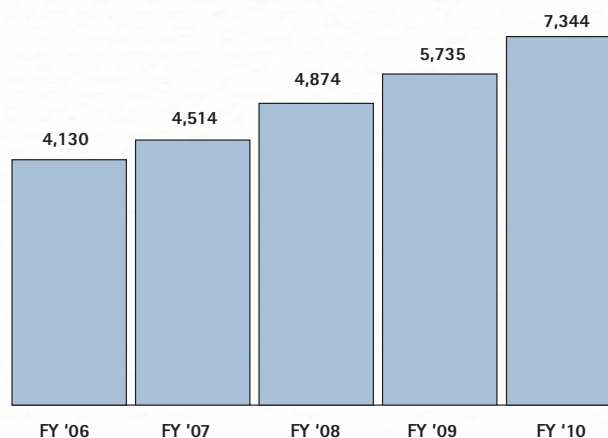
**Public Assistance to Adults (PAA)**—

Provides help for adults in need of protective and supportive living arrangements in order to reside in the community. PAA provides a monthly payment of state funds to aged, blind, or disabled individuals who have been certified for assisted living, a care home or a Department of Health and Mental Hygiene (DHMH) rehabilitative residence and have allowable needs in excess of their total income. An average of 86 customers received PAA each month in FY'10.

**Food Supplement Program**—Supplements a household's food budget by providing benefits to Washington County residents with income too low to provide their families with basic nutrition. Monthly allotments are used to purchase food items only. A monthly average of 7,344 households received food stamps in FY'10. The Food Supplement program inputs \$2,080,642 each month to food stores in Washington County.



**FOOD SUPPLEMENT CASELOAD**  
**AVERAGE PAID CASES PER MONTH**  
*FY 2006 thru 2010*

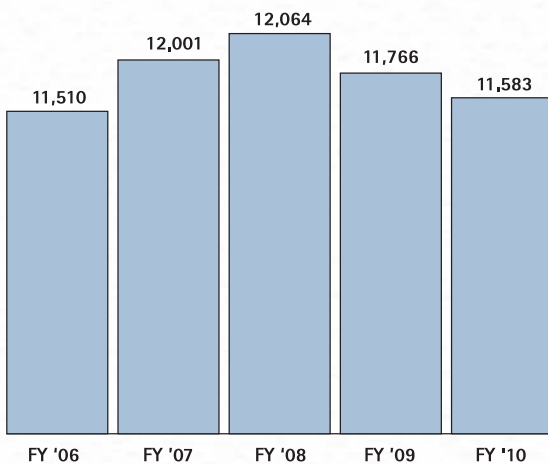




**Medical Assistance (Medicaid)**—Addresses immediate and long-term health care needs by providing a broad range of health care services to the community. In Maryland, the Department of Human Resources staff determines clients' Medicaid eligibility, and the Department of Health and Mental Hygiene is responsible for policy development and fiscal management. Medicaid programs assist eligible residents of all ages. Groups automatically eligible for coverage include SSI recipients and certain TCA, PAA, and institutionalized individuals. Low-income single adults and childless couples, between the ages of 21 and 64, remain the most vulnerable because no government-subsidized health insurance exists for this group. Maryland continues to use the managed care approach to providing health care to most of the Medicaid population. Recent initiatives have expanded the Maryland Children's Health Program (MCHP)



**MEDICAL ASSISTANCE CASELOAD  
AVERAGE PAID CASES PER MONTH**  
*FY 2006 thru 2010*



that provides medical coverage to individuals under the age of 19 and pregnant women with family income below 200 percent of the federal poverty level. The medical needs of individuals in nursing homes and rehabilitation facilities continue to be addressed by Medicaid. An initiative, the waiver for older adults, offering assistance to individuals in certain assisted living situations continued in FY'10. Special outreach programs have been implemented to encourage eligible individuals to participate in the Qualified Medicare Beneficiary (QMB) and Special Low-income Medicare Beneficiaries (SLMB) programs. These programs help Medicare recipients with premiums, co-payments, and deductibles. An estimated \$196,680,520 was spent in Washington County by the Medical Assistance program during FY'10. A monthly average of 11,583 households received medical assistance in FY'10.

**Electronic Benefit Transfer System (EBTS)—**

Used to issue cash and food stamp benefits through automated teller machines and point-of-sale machines. Individuals are able to access benefits using an *Independence Card* encoded with information on a magnetic strip. EBTS cards are now mailed to customers. In FY'10, 184 EBTS cards were issued locally to homeless customers.

**Temporary Disability Assistance Program (TDAP)—**

A state-funded entitlement program for needy, disabled adults without children who are ineligible for other forms of public assistance. A temporary benefit of \$185 per month is paid to eligible individuals until their condition improves or they become eligible for long-term federal disability benefits. Limited medical and supportive services are also provided. A recipient whose disability is based on substance abuse is required to have a representative payee. A monthly average of 282 households received TDAP in FY'10.

**Purchase of Care (POC)—**An income-based subsidy program to assist eligible low-income families with the payment of child care expenses. Families are assessed a co-payment based on factors such as income, type of care, and age of child. A major eligibility factor requires that any adult in the household participate in an approved activity such as employment, training, or education. Participation in the POC program continues to increase due to the success of welfare reform. Many TCA customers have found employment and have used child care vouchers to assist with the cost of child care. Additional funding has enabled more of the “working poor” to receive help with child care expenses.

**Emergency Assistance to Families with Children (EAFC)—**

Provides cash assistance payments to help families with children resolve a specific emergency such as an eviction, foreclosure, or utility cut-off. Burial assistance payments are limited to recipients of public assistance, SSI,

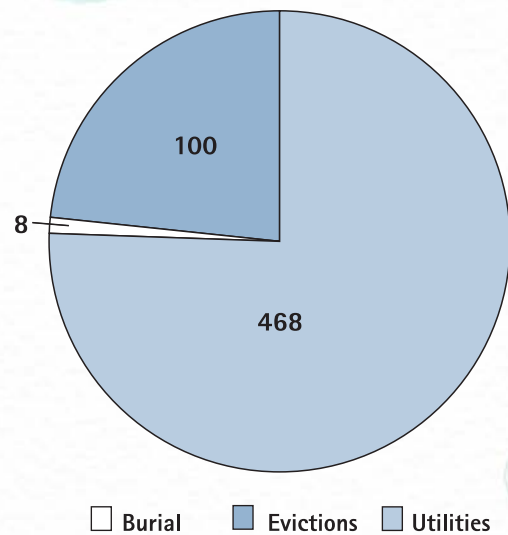






**EMERGENCY ASSISTANCE**  
FY 2010

foster care children, or certain medical assistance recipients in nursing homes. Local policy defines eligible types of emergencies and determines the amount available for assistance. Funding is limited. The maximum allowable amount per household per year is \$175. The maximum amount paid for burial assistance is \$650. EAFC grants assisted 573 Washington County families in FY'10 for a total of \$97,105.03. Eviction prevention funds were provided to 100 households. Four hundred sixty-eight families received assistance with utilities and eight received burial grants.







## ADULT, CHILD & FAMILY SERVICES



*Karen Christof, Assistant Director*

### FISCAL YEAR 2010 ACCOMPLISHMENTS

- Completed safety assessments for 1,648 families in Child Protective Services (CPS) including 3,814 children. One hundred thirty-eight children or 3.6 percent required out-of-home placement.
- Twenty-one foster children achieved permanency through adoption services.
- Generous Jurors Program continued to generate donations for foster children from local citizens selected for jury duty. This year's total donations were \$3,275.
- Completed risk assessments for 344 vulnerable adults in Adult Protective Services.
- More than 500 adults remained safe and independent in the community as a result of adult service programs.
- Supported 34 pregnant or parenting high school students to remain enrolled in school.
- Conducted 284 Family Involvement Meetings concerning the safety, well-being, and permanency of 155 children.
- Began implementation of the Fostering Connections grant through Family Finding for Youth who are 14–21 years old and in an out-of-home placement.
- Expanded in-home services for children and families to include a Families Now/Level 2 intervention allowing for a more complete continuum of services.
- Implemented Family Assistance through Community Teamwork (FACT), a volunteer program to provide additional support to families open in an in-home service. The volunteers are foster families and members of the community who have provided respite, transportation, mentoring, tutoring, and other services as needed.



## CHILD WELFARE INTAKE and CONTINUING CHILD PROTECTIVE SERVICES

The Child Welfare Intake program provides short-term intake services to all families involving children referred to the Department. The specialized services included are:

### Child Protective Service Intake (CPS Intake)—

Provides assessment services to children who are believed to be abused or neglected by their parents or caretakers with the goal of protection and intervention to improve family functioning.

**Services to Families Intake**—Services to Families with Children (SFC) is a solution-focused, case management service dedicated to the prevention of child abuse and neglect. This voluntary program seeks to assist families with short-term situational type crises by preventing further breakdown in family functioning. The program typically addresses family crises that involve loss of housing, domestic violence, physical or mental illness, loss of employment, substance abuse, or breakdown in family interpersonal relationships. During FY'10, the program served 245 new families representing 598 children.

### Continuing Child Protective Services—

A time-limited, specialized service designed to help families alleviate risk factors to children identified during the initial assessment phase.

## TRENDS

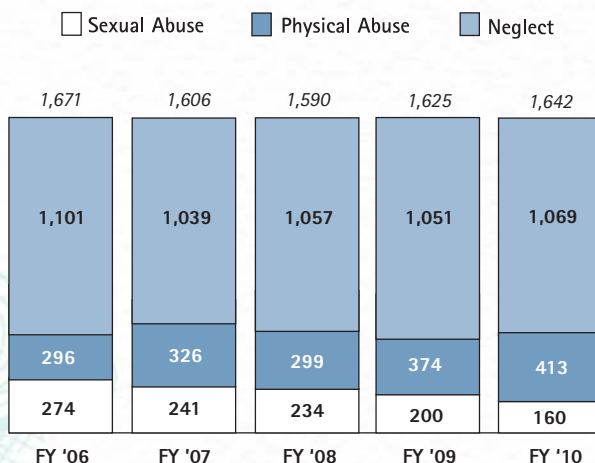
- Total number of CPS Intake referrals increased from FY'09 by one percent. Sexual abuse decreased 20 percent, neglect increased two percent and physical abuse increased 10 percent.
- Continuing CPS served 398 children with only 27 children or seven percent requiring out-of-home placement.
- Continuing CPS served a monthly average of 88 families in FY'10, compared to a monthly average in FY'09 of 92, a decrease of four percent.

## COMMUNITY PARTNERS

Strengthening community partnerships continues to be a priority. As a result, in FY'10, the following progress was made:

- The Twenty-second Annual Child Abuse and Neglect Conference was held with almost 400 community participants.
- Revised the Multi-Disciplinary Team agreement to increase community partners and ensure the safety and well-being of children.

**CHILD PROTECTIVE SERVICE INTAKE**  
FY 2006 thru 2010





## FOSTER CARE and ADOPTIONS UNIT

The Foster Care program provides short-term, continuous support services to children who require removal from the home due to abuse, abandonment, neglect, or risk of serious harm. Depending on the child's needs, care is provided in an approved foster home, therapeutic foster family home, group home, or a residential treatment center. Foster Care staff provides and coordinates a wide-range of services to the child in care, the child's family, and the foster parents to achieve a permanent placement plan for the child.

Adoption is one of the permanency options for children in foster care. Children who are under the Department's legal guardianship are placed with families in Washington County, or elsewhere in the state. Adoption staff supports children and families through the adoption process and beyond.

Currently 307 children who were locally adopted from the foster care system are receiving a monthly-subsidized adoption stipend. In addition, the Department sponsors a monthly adoption support group.

Specialized case management services are provided to older youth in foster care to help prepare them for independent living. The John H. Chafee Independent Living Preparation Program allows local departments to provide independent living preparation and after care services to youth aged 14 to 21 who are in foster care. During FY'10, 141 youth in this age range were served. Services provided included case management, financial assistance, life skills programs, group independent living activities, recreational and social activities, individual and group therapy, and services to assist youth to transition into their own semi-independent or independent living arrangement. Eight youth

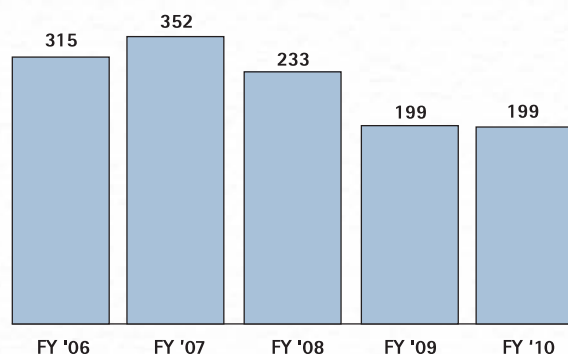
graduated high school during the 2009-2010 school year. One senior received an award for Most Improved Student at her high school. Six youth are planning to begin taking college courses in the Fall of 2010. Six youth attended college during the 2009-2010 school year.

The Independent Living (IL) Group continued to grow over the past year with a total of fifteen youth attending on a regular basis. The youth engaged in life skills activities such as cooking, grocery shopping, and finding affordable housing. The IL Group officers represented Washington County youth at state level Youth Advisory Board meetings and participated as members of the steering committee for the development of the new Youth Engagement Model for the State. They also helped with the preparation of the 2010 Teen Conference.

An Independent Living Coordinator facilitates the Department's Independent Living Life Skills group. The Coordinator completes life skills assessments on youth in foster care, provides case management for youth returning to the Department for after care services, and works with youth who are in semi-independent living arrangements.

The Department approved and facilitated 17 voluntary placements of children into foster care during FY'10. The children placed into voluntary foster care placements have such challenging mental health needs that their families were no longer able to maintain them in their homes in the community. The Department found an appropriate foster care

**TOTAL CHILDREN IN FOSTER CARE**  
*FY 2006 thru 2010*





placement for these children, but their parents retained custody and control of all the decision making and treatment choices for their children.

Foster Care and Adoptions staff approved 28 new foster/adoptive resource homes in FY'10 for a total of 158 approved homes by the end of the year. WCDSS continues in its goal to recruit resource homes for youth aged 14 and older. As of June 2010, 80 youth or 40 percent of the children in care were in this age range.

Resource home staff held a special resource parent training for those individuals willing to consider fostering older youth and/or large sibling groups. In January 2010, a two-day training for licensed resource parents was conducted to encourage current families to accept the older youth for placement and to support those families that were currently fostering that age group. Currently 30 youth aged 14 to 21 are in WCDSS foster homes.

### TRENDS

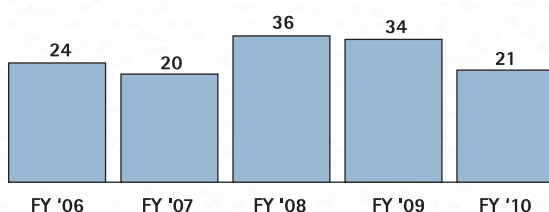
- One hundred thirty-eight children entered out-of-home placement in FY'10. This number is a 12 percent increase from the 123 children entering care in FY'09. In FY'08 the number of children was 148. The Family Involvement Meetings, that began in July 2007, continue to prevent unnecessary placements. Therefore, the needs of the children and families involved in out-of-home placement represent the more challenging situations for staff.
- An average monthly foster care caseload in FY'10 consisted of 196 children. The average



monthly caseload in FY'09 was 213. However, 26 more children entered out-of-home placements in FY'10. The needs of the children and the issues that necessitated removal continue to increase in severity. The median length of stay in foster care for children who entered care during FY'09 remained at four months, the same as FY'08; FY'07 was seven months.

- Of the 136 cases closed, 126 cases or 93 percent (a 15 percent increase from FY'09) had the following positive outcomes:
  - seventy-five children returned home to a parent;
  - custody or legal guardianship granted to relatives/caretakers of 23 children;
  - twenty-one adoptions were finalized; and
  - seven youth lived independently in the community.

**FINALIZED ADOPTIONS**  
*FY 2006 thru 2010*





## THE FAMILY SERVICES UNIT

**School Family Liaison Program**—In partnership with the Board of Education and County Commissioners, this supplemental student support program targets elementary school students who have problems with grades, attendance and/or behavior, and accepts referrals for family support. The program received 177 referrals resulting in 165 families with 423 children accepting services. Of the targeted children referred to the program, 56 were referred for family support, 37 for attendance, 41 for grades, 57 for behavior, and 93 for a combination. The liaisons also provided short-term supportive services to 109 students who participated in groups focusing on social and behavioral skills.

The School Family Liaison Program received \$62,790 in support from the Washington County Commissioners.

**Family Involvement Meetings (FIMs)**—The goals of Family Involvement Meetings are to improve outcomes for children and families through a collaborative approach to service delivery, increased support to child welfare staff, and engaging the larger community in child welfare decisions.

Family Involvement Meetings are convened around decision points in casework. These include initial removals of the child from the home, placement changes in foster care, considered changes in the permanency plan, and prior to reunification. In FY'10, 284 FIMs were held regarding the safety and well-being of 455 children. Shelter care of children was avoided for 167 children.

**Services to Families with Children/Temporary Cash Assistance (SFC/TCA)**—The SFC/TCA program is a solution-focused, case management service that assists families with transitioning from state income dependence to independent work opportunities while simultaneously reducing the risk of child abuse and neglect in these families. SFC/TCA is a voluntary program that serves families who are currently receiving TCA.

The program focuses on removal of barriers to employment and on the parent's ability to provide care to their children.

During FY'10, the program served 166 new families, which is an increase of 14 percent over FY'09. Twenty-four parents were employed as a part of our case management services. The average salary was \$7.85. Average hours worked per week was 26.

## Interagency Family Preservation (IFP)—

IFP is a short-term, time-limited, intensive, voluntary, in-home service that provides crisis intervention services to families where there is a potential risk of an out-of-home placement. Referrals can be received from the Department of Social Services, Department of Juvenile Services, Board of Education, Health Department, and mental health professionals.

In FY'10, IFP assessed a total of 142 families for services and provided intensive services to 94 of those families (12 of those families continued services initiated in FY'09). Thirty-two of the families served were referred by Child Protective Services, 28 families were referred by community mental health programs, nine families referred by Foster Care, six families from the Department of Juvenile Services, two families from the Board of Education, and two families from other community resources.

**Families Now Program/Level 2**—Families Now is a voluntary, in-home service that began midway through FY'10. The program fills the gap in service intensity that previously existed between Services to Families with Children (SFC) and Interagency Family Preservation (IFP). Families Now serves families where there is currently no imminent risk of out-of-home placement, but the level of risk for child abuse and neglect necessitates greater intensity of intervention services than Services to Families with Children can provide. With the addition of Families Now, the Family Services Unit provides a continuum of intervention services.



## THE WASHINGTON COUNTY SAFE PLACE CHILD ADVOCACY CENTER

Safe Place, Washington County's Child Advocacy Center, provides a child-focused, facility-based program committed to reducing the trauma to children who have been physically and sexually abused. Law enforcement, prosecutors, child protective service's social workers, and mental health and medical professionals collaborate to provide timely investigations and therapeutic interventions. The Center follows a national model for children's advocacy centers.

During the past nine years, the Center has offered five mandated best practice services including joint investigations, forensic examinations, therapy, victim advocacy, and coordinated response. All services are located on-site to benefit the child and family emotionally, physically, and mentally. By working together from the initial investigation through the disposition of the case, families better understand the criminal justice system and child protection systems. Safe Place is the only agency in the county offering this comprehensive approach to child abuse investigations. The Center is one of a few in the State of Maryland to offer on-site forensic medical exams, therapy, and victim advocacy services to children and their non-offending family members. The Center provides immediate crisis intervention services to families without waiting lists.

Safe Place Child Advocacy Center received national accreditation through the National Children's Alliance in 2005.

### Accomplishments

- Maintained full accreditation status from the National Children's Alliance. The Program Manager has provided technical assistance/mentorship to 12 communities in MD, VA, PA, and WV with the development of children's advocacy centers.
- Friends of Safe Place, Child Advocacy Center, Inc. became a United Way agency; participated in its third United Way Campaign; and received funding during the third funding cycle.
- Over the past nine years, the Center has served over 6,000 children and family members and



has provided forensic medical examinations on-site to over 600 children.

- Friends of Safe Place, Child Advocacy Center, Inc. raised funds by sponsoring the Fourth Annual Evening of Comedy and Magic at the Maryland Theatre in April 2010; and collaborated with the Chamber of Commerce Women's Golf Tournament fundraiser.
- Received full funding through the Washington County Gaming Office to pay for rental costs and cleaning costs of running the Center.
- Served 903 children and family members during 2010, including 302 primary victims and 601 secondary victims.
- VOCA Therapist provided 551 therapy sessions to 84 new children and family members. Two non-offending caregiver support groups were provided, and eight adults participated in the groups.





- Staff received training on Finding Words, which is a formal program, and Advanced Finding Words. They also attended the Mid-Atlantic Conference on Child Abuse and Neglect.
- The Family Advocate provided support services to over 598 children and non-offending family members and assisted with over 109 forensic medical examinations.
- Fifty-one forensic medical exams were performed for primary victims, and 58 medical information services were provided to secondary victims for a total of 109 forensic exams/medical services in FY'10.
- Collaborated with Antietam Pediatrics and Dr. Ruth Dwyer to provide medical direction for the Center.
- Updated the [www.safeplacecac.org](http://www.safeplacecac.org) web site.

### THE WASHINGTON COUNTY FAMILY CENTER

The Washington County Family Center provides a variety of services for expectant parents and families with children aged birth to four. Services are designed to empower families to become



self-sufficient through personal achievement, education, and positive parenting. Services include on-site childcare, Adult Basic Education, General Equivalency Diploma (GED) instruction, External Diploma Program (EDP), high school credit classes, employability services, health education services, parenting education, and transportation.

During FY'10, the Family Center celebrated 15 years of providing services to families in Washington County. The Dads' Connection Program, which was added in March 2008, surpassed expected participation levels and continues to be the only program in Washington County specifically designed to reach young fathers and their children.

The Family Center, the result of strong community partnerships with up to eight agencies, provides services in one location. Rental space for the Center is funded by the Washington County Commissioners.

### Accomplishments

- Served 126 adults and 121 children in education, parenting and child development.
- Served 78 individuals in education programs; 20 participants received their diploma through the high school credit program, two completed their GED, and two received a diploma through the External Diploma Program.
- Supported 34 pregnant or parenting high school students to remain enrolled in school.
- Supported 117 fathers and 147 children either in case management, parent child activities, or visitation services.
- Twenty-seven fathers completed the Nurturing Fathers curriculum.
- Thirty-two fathers received access and visitation services through the Dads' Connection Program.



## ADULT SERVICES UNIT

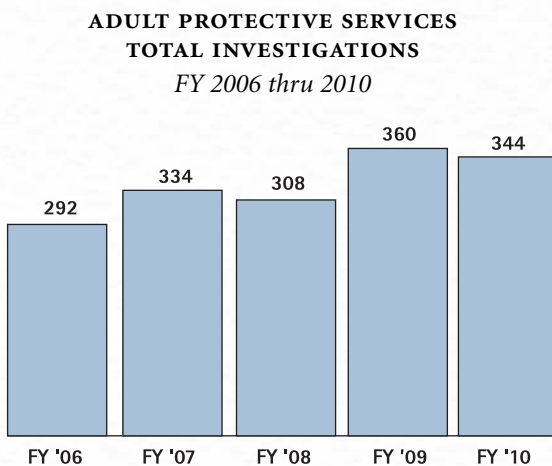
The Adult Services Unit provides a range of case management, foster care, and aide services including personal and respite care and chore services to disabled adults aged 18 and older. All services are designed to assist vulnerable adults to meet their basic needs in the least restrictive settings consistent with their health and safety. Adult services are voluntary with the exception of Adult Protective Services.

### Adult Protective Services (APS)—

Investigates reports of abuse, neglect, exploitation, or self-neglect of vulnerable adults. APS workers intervene to provide access to needed professional services for persons aged 18 and older who lack the capacity to provide for basic needs such as food, shelter, and medical care. Risk factors are identified and service plans developed to prevent further risk of harm to the adults. As a last resort, when adult clients are not capable of making decisions about their basic needs, APS may petition the court to appoint Guardians of the Person.

### TRENDS and INVESTIGATION OUTCOMES

- Total Adult Protective Services investigations of abuse, neglect, exploitation, and self-neglect decreased by four percent from FY'09 to FY'10. The total number of investigations was 344.
- New APS investigations averaged 29 monthly. An average of one report per month was screened out of APS investigation during FY'10.



- Of the FY'10 APS reports, nine percent were allegations of physical or sexual abuse, 26 percent neglect, 14 percent exploitation, and 51 percent self-neglect.
- Monthly Continuing APS caseload averaged 54; an increase of two percent over FY'09.
- APS petitioned Circuit Court for guardians to be appointed for five disabled adults who were not capable of making decisions. Guardianships of persons over age 65 are transferred to the Washington County Commission on Aging after the adult's service needs are stabilized.
- Monthly Guardianship caseload averaged 21 during FY'10.

When risks are reduced but services are still needed, the vulnerable adult is referred to the Department's Social Services to Adults or Project Home programs.



**Social Services to Adults (SSTA)**—Assists persons aged 18 or older, without dependent minor children, who need help living as independently as possible. SSTA assists elderly and disabled adults to access financial, medical, social, psychological/psychiatric counseling, housing, and other services. Individuals aged 18 and older with incomes of less than 80 percent of state median income and if their liquid assets are less than \$20,000 are eligible. A modified moratorium on new SSTA cases reduced the number of persons served in FY'10.

#### Accomplishments

- Provided ongoing case management services to a total of 495 adults.
- Managed an average monthly caseload of 165 aged adults.
- Managed an average monthly caseload of 133 non-aged adults.
- Assessed for SSTA services an average of 11 new cases each month.

**Senior Care Case Management**—Funded by the Washington County Commission on Aging, this service assists persons aged 65 or older who are moderately or severely disabled to live as independently as possible. Services are limited to those who earn no more than 60 percent of the State median income and have assets that do not exceed \$11,000 per individual or \$14,000 per couple.

Services include assessment, planning, referral, advocacy, monitoring, and evaluation of customer needs. When the customer needs services such as

personal care, chore service, medications, or day care, the case manager may be able to authorize the purchase of the necessary service with a special state discretionary budget referred to as gap-filling funds.

#### Accomplishments

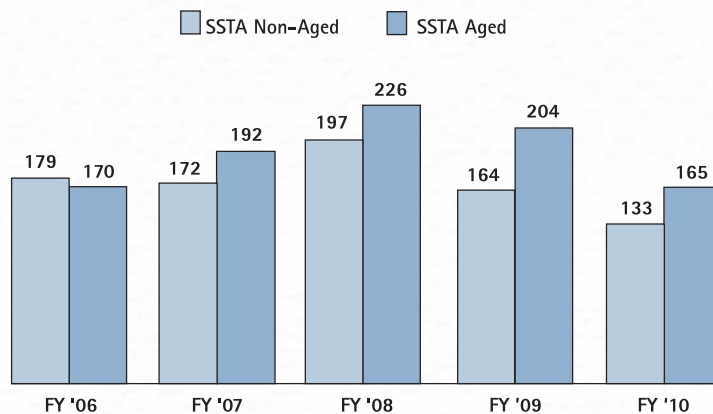
- Provided case management services to 112 older adults with a monthly average caseload of 90.
- Gap-filling direct services budget was \$214,293; an increase in funding from the previous year of \$8,523.

**Adult Foster Care**—Assists aged or disabled adults who are unable to live alone but do not require nursing home or hospital care. The program provides a moderately supervised adult foster care situation with the support and security of a family setting. Most of these adults have physical health problems that cause them to need assistance with some daily activities. Adult Foster Care providers furnish a safe and comfortable home with proper nutrition, transportation assistance, laundry, health care, and overall supervision. This program would not exist without the support of the Washington County Commissioners, as county funds support aged and disabled adults foster care placements.

The project continues to recruit, assess, certify, and train providers. There is a need for more specialized adult foster care homes.



**SOCIAL SERVICES TO ADULTS  
AVERAGE MONTHLY CASELOAD**  
*FY 2006 thru 2010*





### Accomplishments and Trends

- Washington County funded \$47,268 for the Foster Care for Adults Program that helped 34 individuals meet the total cost of their care.
- Provided an average supplemental monthly payment of \$320.
- Assisted an average of 13 individuals per month with County funds.



### CERTIFIED ADULT RESIDENTIAL ENVIRONMENT (CARE)

**Project Home Case Management**—Commonly known as Project Home, CARE provides supervised housing where elderly and disabled adults receive room, board, personal care, and assistance with other daily activities. The goal is to deinstitutionalize or prevent hospitalization of chronically mentally ill and other disabled adults, including persons with Acquired Immune Deficiency Syndrome (AIDS).

### Accomplishments and Trends

- A \$45,839 one-year grant from Housing and Urban Development (HUD) funded a case manager to assist homeless disabled adults to obtain placements in CARE Homes. A renewal of the grant will begin September 2010.
- Through a partnership with the Commission on Aging and the Mental Health Authority, 12 adults per month who needed more intensive foster care services received supplemental funding and case management.
- Project Home received 32 referrals for assisted living placements and placed eight disabled adults into CARE homes. The referrals came from the following sources: three from Washington County Hospital; five from Adult Protective Services; two from Service Coordination; five from SSTA; four from family; one from Allegany County DSS; and 12 from other community sources.

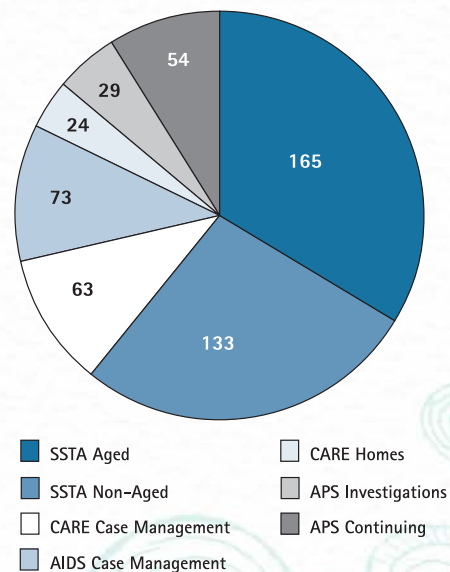
**CARE Housing**—Recruits, certifies, and trains persons to provide supportive shelter and home-like environments to adults who are chronically mentally ill or have other disabilities such as Alzheimer's disease or AIDS. A CARE home provides a protective living

environment for the disabled adults who cannot live alone primarily due to mental or physical health problems. CARE providers must have the capacity to assist such adults, be financially stable, and pass criminal background investigations. The home must meet state CARE, fire, and health regulations.

### Accomplishments and Trends

- The number of CARE homes averaged 24 per month in FY'10.
- The need for more specialized CARE homes continues to increase as elderly and disabled adults seek this type of adult foster care living arrangement.

**ADULT SERVICES AVERAGE MONTHLY CASELOAD**  
FY 2010





### HIV/AIDS SERVICES

The goal of this service is to assist individuals who have AIDS and/or are HIV positive, along with their families and/or significant others, to live as independently as possible. Case management, education, and supportive services are provided, along with linking customers to appropriate community resources and financial supports to meet their needs. HIV/AIDS awareness seminars are presented to community groups and professionals.

#### Accomplishments

- Served 98 persons with HIV/AIDS and their families.
- Managed an average monthly caseload of 73 persons; an 11 percent increase from the FY'09 average.
- Utilized \$4,720 in community donated funds to assist persons with HIV/AIDS who had special needs.
- Utilized \$7,557 in *Project Home AIDS Emergency Voucher Funds* to assist persons with HIV/AIDS in crisis.

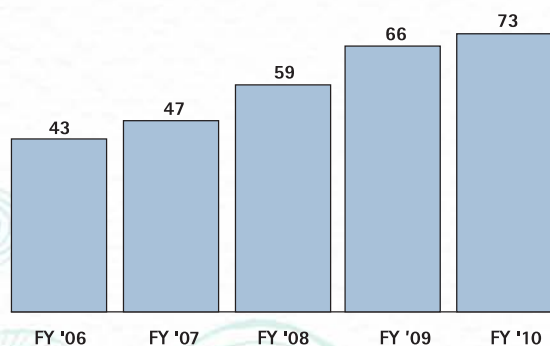
### IN-HOME AIDE SERVICES (IHAS)

Adult Service In-Home Aides assist disabled adults with personal care, household chores, and transportation to needed services. Therapeutic services are aimed toward allowing persons to live in their own homes and to provide respite services to family members who are the primary caregivers. Increased service needs and cost of service resulted in fewer clients served in FY'10.

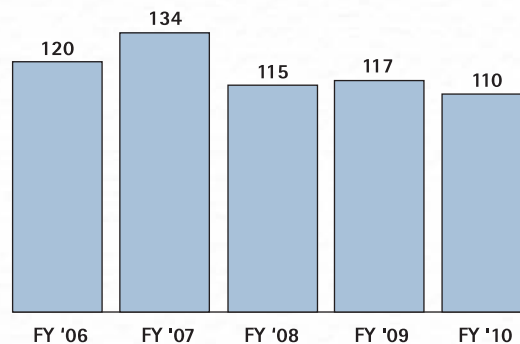
#### Accomplishments

- Served 151 disabled, aged, and non-aged adults.
- Served 84 disabled adults aged 65 and older.
- Served 67 disabled, non-aged adults 18 to 65.
- Managed an average monthly caseload of 110 disabled adults.
- IHAS Purchase of Service providers served 52 disabled adults.
- IHAS Purchase of Service providers managed an average monthly caseload of 37 disabled adults; an eight percent decrease from FY'09.

**HIV/AIDS CASE MANAGEMENT  
AVERAGE MONTHLY CASELOAD**  
*FY 2006 thru 2010*



**IN-HOME AIDE SERVICES  
AVERAGE MONTHLY CASELOAD**  
*FY 2006 thru 2010*







## CHILD SUPPORT DIVISION



*Barbara Moyer, Assistant Director*

### FISCAL YEAR 2010 ACCOMPLISHMENTS

- The paternity goal of 90 percent was exceeded in FY'10. Paternity was established for 100 percent of the children born out-of-wedlock in the caseload.
- The court order goal of 80 percent was greatly exceeded in FY'10. Court orders were established in over 87 percent of the caseload.
- Child Support has collected \$1,293,514 from non-custodial parents enrolled in the Non-custodial Parent Employment Program (NPEP) since its inception in April 2006.
- An Early Intervention Program was utilized to introduce proactive case management to ensure more reliable payments of child support. The purpose of the program is to generate a stronger culture of compliance among non-custodial parents during the initial weeks of the order establishment process. During FY'10, 23 percent of the non-custodial parents paid the first monthly support amount that was due; 44 percent made partial payments.
- Washington County implemented a joint project with the State's Attorney's Office to identify and refer the most egregious child support cases for criminal non-support prosecution. Since its inception in 2003, 183 cases of non-payment have resulted in collections exceeding \$138,300.
- Streamlined the receipting and collecting process by transporting payments to the State Disbursement Unit via courier service. This process has saved one hour of staff time per business day.
- Processed 795 modification requests to ensure that child support obligations are in line with the current economic situation and financial means of the parties. This represents an 11 percent increase over the previous year's modification requests.
- Held quarterly meetings to brief all agencies and individuals involved in the IV-D program on issues, concerns, and customer needs.
- Participated in Child Support Awareness month by distributing school supplies to children and hosting child support orientations with various community partners.
- Conducted a Mother's Day and Father's Day appreciation event through newspaper publication by recognizing custodial parents who care for their children and non-custodial parents that regularly meet their child support obligations.
- Implemented Phase I of the new Medical Support provisions of Maryland Family Law. The Child Support program is placing more emphasis on obtaining and verifying health insurance coverage from either parent for children in child support cases.



### CHILD SUPPORT COLLECTIONS

The Child Support Division collected \$14,534,990 in child support and arrearage payments in FY'10. This total was the result of servicing approximately 5,943 cases.

The Child Support Program provides many services to our customers. However, the incentive goals are the primary outcomes of the program and are based on five federal performance indicators for State child support programs: paternity establishment; support order establishment; current collection; arrearage collections; and cost effectiveness. Achievement in these performance indicators ensure that federal audit standards are met and federal incentive money is increased for the State of Maryland.

### NON-CUSTODIAL PARENT EMPLOYMENT PROGRAM (NPEP)

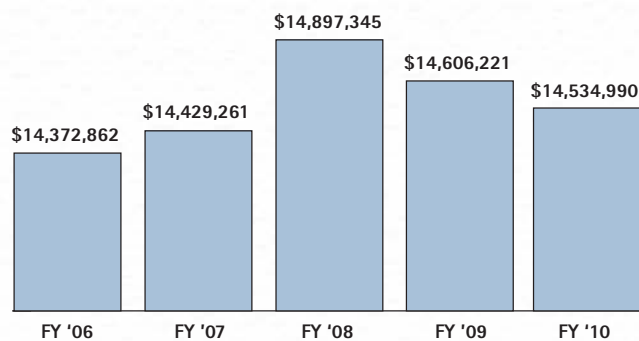
The Non-Custodial Parent Employment Program (NPEP) commenced April 1, 2006. An initiative of the Maryland Department of Human Resources, this program is a collaborative effort of several internal administrations, local departments of social services, and the University of Maryland School of Social Work. This program provides employment services and job readiness activities to non-custodial parents. Three hundred twenty-eight non-custodial parents were referred to the program; 47 have successfully become employed through the agency or personal efforts with a 14.3 percent success rate during FY'10. Since the program was implemented in April 2006, \$1,293,514 has been collected from all the participants as child support payments.

### PERFORMANCE MEASURES (as of 6/30/10)

	FFY'09 7/09-9/09		FFY'10 10/09-12/09		FFY'10 1/10-3/10		FFY'10 4/10-6/10	
MEASURE	4th Qtr. Goal	4th Qtr. Actual	1st Qtr. Goal	1st Qtr. Actual	2nd Qtr. Goal	2nd Qtr. Actual	3rd Qtr. Goal	3rd Qtr. Actual
PATERNITY	100%	106.63%	94.46%	95.89%	96.31%	100.99%	98.16%	105.61%
COURT ORDER	85.00%	87.77%	85.00%	87.94%	85.00%	87.79%	85.00%	87.45%
COLLECTIONS	74.84%	73.86%	74.11%	73.91%	74.36%	73.34%	74.71%	73.55%
ARREARS	79.25%	75.98%	53.64%	52.60%	66.81%	65.19%	73.14%	71.46%

\*Note: Child Support performance is calculated on a federal fiscal year. This chart depicts actual performance covering July 1, 2009 through June 30, 2010.

### CHILD SUPPORT TOTAL COLLECTIONS FY 2006 thru 2010





### LOCATION SERVICES

Location of the non-custodial parent is imperative to continue the process of getting children the support they deserve. In order to place the non-custodial parent under an enforceable child support order, staff must be able to serve that parent with a notice from the court that his/her children are in need of financial support. The location unit has an array of automated tools provided by the state and federal government to locate the non-custodial parent, their sources of income, and assets. More than 87 percent of the caseload is under court order to pay child support.

### ESTABLISHING PATERNITY

Paternity establishment continues to be a priority. When a legal father is established, the child is assured some basic rights such as social security benefits under the father's award, inheritance rights, and knowledge of medical history of the extended family. The alleged non-custodial parent has the right to a DNA test, an attorney, and a court hearing if paternity is contested. The paternity goal of 90 percent was exceeded in FY'10. Paternity was established for 100 percent of the children born out-of-wedlock in the caseload.

### ESTABLISHING SUPPORT ORDERS

Along with paternity, an enforceable court order for child support must also be established. The Federal threshold to maximize performance for establishing court orders is 80 percent. Washington County posted 87.5 percent for this category. Currently, 5,252 cases are under a court order to pay child support through this office. Child Support First allows us to file for child support immediately in most cases. Expediting the process to establish court orders through conciliatory appointments increases our performance in paternity and court order establishment, and also gets support to families earlier.



### ENFORCEMENT AND MODIFICATION

Automatic earning withholding is one of the most useful enforcement tools. Driver's license suspension; tax refund intercept; new hires reporting; business, occupational, and professional license suspension; passport denial; and garnishment of bank accounts are also useful enforcement tools that contribute to the successful collection rate. When other remedies fail, the Child Support Specialist will file contempt of court against the non-custodial parent. We are also utilizing the Non-Custodial Parent Employment Program (NPEP) to assist our non-custodial parents in gaining employment which enables them to begin making regular payments. Over 40 percent of the cases referred to NPEP are now receiving payments by Earnings Withholding Orders.

### CUSTOMER SERVICE

Washington County Child Support Office has redirected its telephone calls to a customer service Contact Center. The Contact Center's main function is to provide local child support offices with telephone services and staff to answer initial calls. This helps to alleviate the daily schedules of local workers and provides them appropriate time to work caseloads. Contact Center operators continue to successfully field more than 80 percent of all calls received without the need for local office involvement. Customers with needs that cannot be handled by the Contact Center operator are advised that the local office will be alerted to their need and will respond to them promptly. With the continued cooperation of our community partners, the Washington County Sheriff's Department, the courts and the legal community, Child Support will continue to lead the state in supporting children and offering customers the best services possible.

## ADMINISTRATION



*Bruce Massey, Assistant Director*

## FISCAL YEAR 2010 ACCOMPLISHMENTS

- Finance staff met monthly with program staff to closely monitor tight budgets. The budget year closed with no overages.
- Ninety-nine percent of all invoices were paid within 30 days of receipt.
- A new ID policy was implemented requiring staff, visitors, and contractors to be properly identified.
- Personnel staff provided performance evaluation training to Administrative staff.
- An online orientation program for new employees was developed, piloted, and implemented.
- Communications Management Council published four all staff newsletters and four community partner newsletters; known as the *Partners in Press* newsletter.
- Thirty-six press releases featured noteworthy agency accomplishments.
- Installed network, PC's, printers, and telephone for new Job Center Annex.
- Installed donated computers at the Family Center for customer use.
- Set-up portable scanner for Adult Services to use in the field.
- Continuous training on computer software and hardware was provided to staff throughout the year.
- New security cameras and a monitor were installed in child support to ensure safety for staff and customers.
- Installed new paging system to allow group and zone pages.
- The front lobby was redecorated to provide a fresh and professional welcome to customers and guests.





### PERSONNEL UNIT

The Personnel Unit, consisting of a Personnel Officer and a Personnel Specialist, provided services to a staff of 230 employees. These services included recruitment, employer/employee relations, grievance resolution, disciplinary actions, payroll, leave accounting maintenance, and benefit administration.

The Personnel Unit conducted 26 recruitments during FY'10. The personnel office conducted quarterly employee orientations and provided one-on-one sessions to assist new employees transition to state employment.

The Personnel Unit continues to utilize new information technology in providing services to the staff and administration of the department. The employee database and leave accounting system quickly and efficiently provides data and reports required by the Director, staff, and the Maryland Department of Human Resources. Employees' leave balances and sick leave occurrences are now available to them and to their supervisors online. The WCDSS Employee Handbook is available online to all employees with links to various internet sites for forms and additional information. Both resources have provided savings in time and resources to the agency while providing faster and more up to date information to employees, supervisors, and managers. The Personnel Unit uses the agency intranet site as an important link for announcements, newsletters, and forms needed by staff.



### FINANCE UNIT

The Finance Unit provides professional accounting management of fiscal operations safeguarding assets and assuring the accountability of funds. Finance staff use the automated statewide *Financial Management Information System* (FMIS) to track and report the agency procurements, budget requests expenditures, and month-end financial reports. The Finance Unit also utilizes the Department of Human Resources' *Automated Fiscal System* (AFS) software to manage agency accounts payable, accounts receivable, payments to clients and service providers, and month-end reports. The Finance Unit focuses on accounting objectives and policies, operating procedures, system controls, and timely and accurate reporting of financial and statistical data to all levels of government.

The Finance Unit ensures compliance of fiscal and procurement operations as prescribed in the regulations of State COMAR, the General

Accounting Division Manual, the Department of Human Resources' Fiscal Manual, Circular OMB A-87 for grant guidance, and other related agency, departmental, local and state government mandated policies and procedures. A procurement position was abolished due to state budget shortfalls.

#### **ADMINISTRATIVE SUPPORT and PROCUREMENT UNIT**

These two units provide internal and external mail services, purchase and issue office supplies for the agency, and maintain the agency's fleet. Fleet maintenance involves vehicle maintenance, procuring driver and vehicle gas cards, and processing accident reports. Private vehicle mileage is also tracked.

#### **INFORMATION TECHNOLOGY UNIT (ITU)**

The ITU provides IT support for the entire agency and is staffed by three full-time employees. IT staff configure and maintain 330 computers, 46 networked printers, 196 printers, and five servers. General software and hardware service and training are provided to all users. In addition, the unit provides training for special projects and supports statewide system connectivity for 230 people on the Local Area Network (LAN).

The ITU also monitors all telecommunications. This includes configuring and maintaining the PBX and voice mail system, setting up 214 single-line telephones, 89 DTerm telephones, five CyraCom telephones, 73 cell phones, and user support.







**WASHINGTON COUNTY DEPARTMENT OF SOCIAL SERVICES  
TOTAL FUNDS EXPENDED, COLLECTED AND DISBURSED**

*Fiscal Year 2010*

		SOURCE OF FUNDS				TOTALS		
		Federal	State	County	Private	FY'10	FY'09*	Percent Change
<b><u>Funds Expended (Net)</u></b>								
Total Grants & Client Benefits		28,184,451	3,213,914	401,800	321,000	32,121,165	20,468,022	56.9%
Personnel Costs		5,602,404	6,897,089		108,592	12,608,085	12,037,572	4.7%
Administrative Costs		1,316,218	958,624			2,274,842	2,468,277	-7.8%
Total Funds Expended		35,103,073	11,069,627	401,800	429,592	47,004,092	34,973,871	34.4%
<b><u>Funds Collected &amp; Distributed</u></b>								
Child Support					14,534,990	14,534,990	14,606,221	-0.5%
Other		261,283			740,635	1,001,918	1,001,165	0.1%
Total Funds Collected & Distributed		261,283	0	0	15,275,625	15,536,908	15,607,386	-0.5%
<b>Total Funds Expended, Collected &amp; Distributed</b>		<b>35,364,356</b>	<b>11,069,627</b>	<b>401,800</b>	<b>15,705,217</b>	<b>62,541,000</b>	<b>50,581,258</b>	<b>23.6%</b>

\*FY'09 figures were adjusted to more accurately reflect costs.

## CONTINUOUS QUALITY IMPROVEMENT (CQI)



## FISCAL YEAR 2010 ACCOMPLISHMENTS

- The Quality Council held a Strategic Planning Retreat on September 15, 2009 to update goals, objectives, and strategies.
- Following the annual employee survey, Dr. Tom Beecroft conducted focus groups and prepared a report concerning employee input and agency planning. Executive Staff implemented a work plan to address recommendations.
- Agency Executive Staff provided staff with quarterly updated management information and data relevant to their casework at all staff and division meetings.
- A series of in-service trainings were conducted to increase skills of Administrative staff.
- Family Investment expanded their *JOBReady* Center to meet the needs of their growing TCA population; including work stations for their work experience interns.
- Family Investment staff utilized the CQI process to personalize and streamline customer service in their main lobby area.
- To promote community relations, the Communications Management Team continues to distribute a quarterly newsletter called *Partners in Press* to external stakeholders.
- The Quality Council received and responded to seventeen employee suggestions; publishing this information in each agency newsletter.
- The Continuous Quality Training Team provided CQI training to eleven new employees.
- A team chartered by the Quality Council sponsored agency events to remind staff of the importance of returning phone calls within 24 business hours.
- Employees First Committee sponsored six employee morale and team building activities.
- Two staff, certified in CPR and Automated External Defibrillator (AED) procedures, trained 67 co-workers.
- The annual Employee Recognition celebration was held in April recognizing two community partners and twelve agency staff.
- Agency accomplishments for FY'09 were presented to internal and external stakeholders.
- Maryland Charities Campaign collected \$13,722.65 from employee donations and in-house events.
- The local Toastmasters chapter, WCDSS Wordsmiths, helped three employees receive Competent Communicator awards.





- Intra and Inter-agency communication and coordination were enhanced by way of bi-weekly Child Support meetings and quarterly meetings.
- Community awareness of child support services was raised through newspaper publications recognizing non-custodial parents that regularly meet their child support obligations for Parent's Day appreciation event.
- An Early Intervention program continued to introduce proactive case management for more reliable payments of child support.
- The Child Support Fiscal Unit streamlined their receipting and collecting process by directly transporting payments to the State Disbursement Unit for posting and disbursing to the customer via courier service.
- Public Awareness for child support services was raised by hosting orientations with various community partners.







## WCDSS FY'10 STRATEGIC PLAN OBJECTIVES

GOAL 3 – QUALITY/MANAGING FOR RESULTS	TARGET INDICATOR	Jul'09	Aug'09	Sep'09
3.1 By June 2010, each division will meet at least two Managing for Results (MFR) goals and one local goal ( <i>an additional MFR goal may be selected instead</i> ). As outlined below:				
<b>3.2 Child Support</b> <i>By June 2010 Child Support will:</i>				
Maintain Child Support Order Establishment Rate at federal measurement of	80%	87.70%	87.28%	87.77%
Increase Child Support collections by 1% each federal fiscal year	1/2%/yr. or .04%/mo.	73.58%	73.07%	73.86%
Maintain the number of child support with a payment on arrears at federal measurement	1%/yr. or .09%/mo.	74.31%	74.94%	75.98%
<b>3.3 Family Investment</b> <i>By June 2010 Family Investment will:</i>				
Achieve a Food Stamp Error Rate that is less than or equal to 6%	6%	1.02%	2.35%	2.35%
Achieve 130 Job Placements during the fiscal year	130,11/mo.	9	12	21
Achieve 100% Universal Engagement of TCA work eligible recipients	100%	100%	100%	100%
<b>3.4 Administration</b> <i>By June 2010 Administration will:</i>				
Expend and report fiscal resources by required dates	100%	100%	100%	100%
All employees will receive an End of Cycle PEP evaluation based on their Entry on Duty date	100%	100%	100%	100%
Ensure the access and availability of information systems to meet the business needs within 5 days of hiring, implementation or notification of upgrades	100%	100%	100%	100%
<b>3.5 ACFS/Adult Services</b> <i>By June 2010 ACFS/Adult Services will:</i>				
96% of adult abuse cases will have no recurrence in six months	96%	100%	100%	100%
97% of elderly & disabled served will continue to live at their maximum level of independence in the community	97%	99.50%	99.80%	99.80%
95% of APS referrals will be responded to within 24 hours for emergencies and within 5 business days for non-emergencies	95%	95%	92%	97%
<b>3.6 ACFS/Child Welfare</b> <i>By June 2010 Child Welfare will:</i>				
65% children exiting foster/kinship care through reunification within 12 mos.	65%	77%	100%	66.60%
32% children exiting foster/kinship care through adoption within 24 mos.	32%	0%	0%	50%
93% children will remain with their families at least one year after receiving in-home family services	93%	100%	100%	100%





Oct'09	Nov'09	Dec'09	Jan'10	Feb'10	Mar'10	Apr'10	May'10	Jun'10	TOTALS
87.23%	86.91%	87.94%	88.15%	87.86%	87.79%	87.70%	87.52%	87.45%	88%
73.91%	69.99%	74.40%	73.22%	72.49%	73.34%	73.64%	73.07%	73.55%	73%
31.44%	41.22%	52.60%	57.79%	60.24%	65.19%	68.12%	69.83%	71.46%	62%
2.35%	2.35%	2.35%	2.35%	2.35%	2.35%	N/A	N/A	N/A	2%
18	9	11	6	7	13	8	13	18	145
100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
100%	100%	100%	97%	97%	100%	100%	100%	100%	100%
100%	99.8%	99.80%	99.40%	100%	99.8%	100%	100%	100%	100%
86%	87%	96%	95%	90%	92%	96%	93%	93%	93%
57%	89%	75%	100%	50%	38%	100%	100%	75%	77.30%
0%	0%	0%	0%	0%	33%	0%	0%	0%	6.92%
100%	100%	95%	96%	100%	94%	100%	100%	76%	96.75%

## COMMUNITY OUTREACH

The staff of the Washington County Department of Social Services (WCDSS) is committed to educating and informing the community regarding varied programs and resources available. In FY'10, WCDSS provided information about the Department's programs and services at the following events:

### COMMUNITY EVENTS

- National Night Out
- Health Expo for Hispanic and Latino population
- Kaplan University Job Fair
- Hagerstown Housing Authority Community Fair at Elgin Station
- Walnut Street Clinic's Health Fair
- Convoy of Hope
- Teen Idea Challenge
- Elder Abuse Conference at Hagerstown Community College
- Kaplan University's Community Awareness Day
- Dr. Tom Beecroft provided Supervisory Training, *Improving Employee Performance and Retention*, for local employers
- Uninsured Conference at Robinwood Medical Center
- Born Learning Event
- Head Start Fair
- Washington County Reading Day
- Kid's Alive
- Red Cross Blood Drive
- Community Safety Night at Hagerstown Suns Game
- Bester Elementary Community Fair
- Maryland Charity Campaign Vendor Fair
- Dads' Connection

### COMMUNITY OUTREACH

- Voluntary Affidavit Paternity Program
- W-House
- Salvation Army
- Parkside Community Center
- Hancock Assembly of God
- Potomac Case Management
- Safe Communities Meeting
- Department of Labor, Licensing and Regulation and *The Herald Mail* Job Fairs
- Informational meeting with Boonsboro residents to discuss LTC-MA
- Leadership Washington County Human Services Day program
- Hagerstown Community College/United Way Initiative—Bridges
- Hagerstown Housing Family Self-Sufficiency
- Transportation Coordination Committee
- Hagerstown Rotary
- Chinese Delegation toured Safe Place
- Contemporary Retirement Radio Program







## ECONOMIC IMPACT OF THE WASHINGTON COUNTY DEPARTMENT OF SOCIAL SERVICES

*Fiscal Year 2010*

### Direct Payments to Clients

Public Assistance	\$ 3,614,814
Food Stamps	\$ 26,465,562
Emergency Grants	\$ 97,105
<b>Subtotal</b> .....	<b>\$ 30,177,481</b>

### Child Support

Collections and Distributions	\$ 14,534,990
Incentive Funds	\$ 65,590
<b>Subtotal</b> .....	<b>\$ 14,600,580</b>

Agency Salaries and Administration ..... \$ 15,036,961

Former Customers Employed ..... \$ 398,678 (estimate)

### Grant Funds Obtained by Agency Staff

Family Center (Friends of Family, Judy Center, LMB, Weinberg, Community Foundation, Safe & Stable, Richard Funkhouser Foundation	\$ 437,597
Child Advocacy Center (VOCA)	\$ 140,000
Miscellaneous (Family Connections, HUD, LMB)	\$ 108,393
<b>Subtotal</b> .....	<b>\$ 685,990</b>

Welfare Reform ..... \$ 711,269

County Budget ..... \$ 326,800

**GRAND TOTAL** ..... **\$61,937,759**







## A P P E N D I C E S



## COMMISSIONERS, BOARD MEMBERS & WASHINGTON COUNTY LEGISLATIVE DELEGATION

### WASHINGTON COUNTY COMMISSIONERS

John F. Barr, *President*  
Terry L. Baker, *Vice-President*  
James F. Kercheval  
William J. Wivell  
Kristin B. Aleshire

### WCDSS BOARD MEMBERS

David T. Yohman, *Chair*  
Dolores Harmon, *Vice-Chair*  
James I. Blanks, *Secretary*  
Ellen Robertson Hayes  
Bonnie Elgin  
David Pool  
Gladys Rojas  
Linda Mercurio

### EX OFFICIO MEMBER

William J. Wivell,  
*County Commissioner*

### STATE SENATORS

**Donald F. Munson**  
*Local Office:*  
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### STATE DELEGATES

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**Charles A. Jenkins**  
*Annapolis Office:*  
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Phone: 410-841-3240

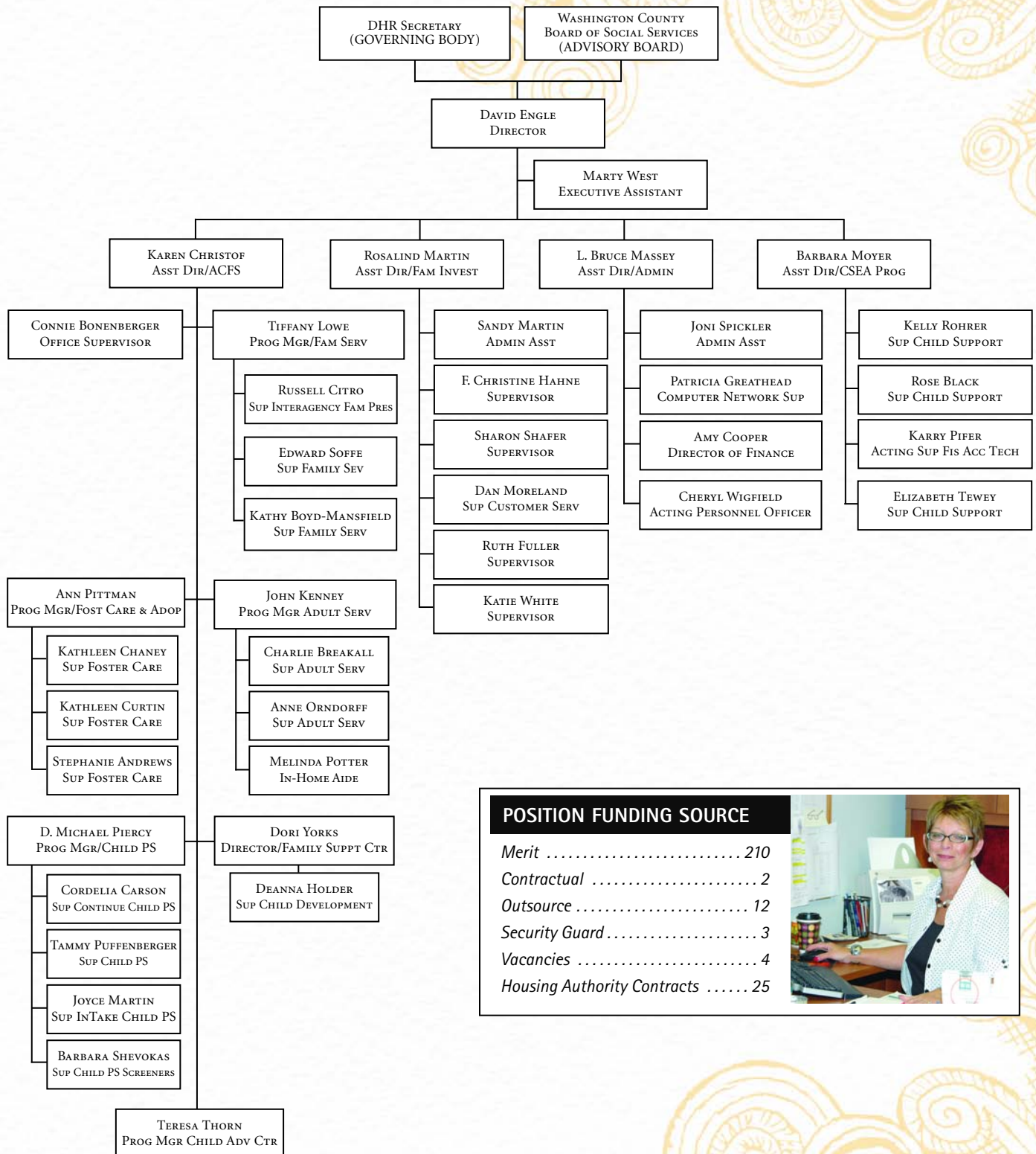
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**Christopher B. Shank**  
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*Annapolis Office:*  
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Annapolis, MD 21401-1991  
Phone: 410-841-3636



## WCDSS ADMINISTRATIVE STAFF



### POSITION FUNDING SOURCE

Merit .....	210
Contractual .....	2
Outsource .....	12
Security Guard .....	3
Vacancies .....	4
Housing Authority Contracts .....	25





## WCDSS STAFF ROSTER

**David Engle, Director**  
Marty West,  
Executive Assistant

### ADMINISTRATION

Bruce Massey,  
Assistant Director  
Joni Spickler,  
Administrative Assistant

*Personnel*  
Cheryl Wigfield,  
Acting Personnel Officer

Debbie Sheppard,  
Acting Personnel  
Specialist

Melynda Ali

*Security*  
Gary Poffenberger  
Jim Elliott  
Wilson Beauparlant

*Finance Office*  
Amy Cooper  
Sandy Blickenstaff  
Dawn Testa  
Kristin McEnroe  
Barry Shoemaker  
Joycene Ray  
Annie Cespedes  
Diana Boone

*Computer Specialists*  
Tricia Greatehead  
Ronnie Bolyard  
Matthew Schindler

### CHILD SUPPORT

Barbara Moyer,  
Assistant Director

*Enforcement 1*  
Kelly Rohrer  
Pat Tagg  
Sharall Turner  
Mike Brown  
Gail Johnston  
Stephanie Kendall  
Becky Dick  
Pat Johnson

*Enforcement 2*  
Rose Black  
Diane Fulton  
Debbie Mills  
Roni Deike  
Sherry Norman  
Marilyn Eavey  
Jill Meyers  
Kelley Barron

*Enforcement 3*  
Liz Tewey  
Khya Funk  
Laurie Taylor  
Cindy Hauver  
Marcia Williams  
Nicole Putman  
Pam Brown

*Customer Service/Fiscal*  
Karry Pifer  
Ginger Griffith  
Denise Hall  
Diane Eves

### FAMILY INVESTMENT

Rosalind Martin,  
Assistant Director  
Sandy Martin,  
Administrative  
Assistant

*Reg. WP Specialist*  
Ellie Murto

*FI Unit*  
Ruth Fuller  
Marie Savko  
Star Blickenstaff  
Ginny Albert  
Amanda Marquiss  
Debbie Neal  
Natasha Ashby  
Michelle Scott  
Dorothy Russ  
Jacob Lane  
Jason Miller  
Jennifer Hundley  
Carrie Mellott

*FI Unit*  
F. Christine Long  
Lynda Matheny  
Kathie Duffey  
Pam Shank  
Sue Fisher  
Kathy Jordan  
John Rohrer  
Melody McClure  
Karen Paulson  
Jared Zampelli  
Debra Sampson

*FI Unit*  
M. Katherine White  
Cathy Heagy  
Jennifer Brown  
Julie Lewis  
Sara Brannen  
Tricia Strite  
Mary Taylor  
Lisa Musser  
Amanda McDowell  
Jill Farkosh  
Kristina Moran

*FI Unit/Job Center*  
Sharon Shafer  
Jimmy Gossard  
Missy Hose  
Kathy Brashears  
Faye Stauch  
Patti Daley  
Kristi Wallace  
Jessica Myers  
Monica Battle  
Katy Baker  
Tamika Fitzgerald

*Customer Service Unit*  
Dan Moreland  
Julie Burkholder  
Marcella Shell  
Darlene Shannon  
Sandy Davis  
Dixie Smith  
Eboni Rollins  
Chaurice Capps  
Joshua Bond

*Fraud Investigator*  
Dan Moore

*Addiction Specialists*  
Ruth Cunningham  
Dorrie Costa

### ACFS DIVISION

Karen Christof,  
Assistant Director  
Connie Bonenberger,  
Administrative  
Assistant

*Adult Services Program*  
John Kenney  
Rob Slone  
Kristi Duffey  
Carol Suker  
Paula Price  
Jessica Moreland

*Adult Services*  
Charlie Breakall  
Ann Dillard  
Kay Higgins  
Sheri Lehman  
Leo Brassard  
Meaghan Chaney

*Adult Services*  
Anne Orndorff  
Susan Martz  
Margaret Hartley  
Trish Briscoe  
B.J. Dunn  
Hector Gomez  
Shelly Moats  
Bobbie Langeland

*Personal Care Nurse/IHAS*  
Melinda Potter  
Cheryl Goshorn  
Sherry Moats  
Diana Green  
Susie Keckler  
Pam Pohl  
Terri Jones

*Foster Care/Adoptions*  
Ann Pittman  
Bob McEnroe  
Nancy Hopkins  
Joseph Cass  
Roxann Russo

*Foster Care*  
Kathleen Chaney  
Kevin Buckley  
Becky Hoffman  
Wanda Kearns-Williams  
Leslie Perse  
Tasha Dattilio  
Brittany Mills  
Michelle Wickless  
Christine Oakley

*Foster Care*  
Stephanie Andrews  
Pat Beachley  
Beth Hawbaker  
Bonnie Hollyoak  
Linda LaRocca  
Jesse Robins  
Sandy Snyder  
Heather Irvin

*Foster Care*  
Kathleen Curtin  
Amanda Royal  
Loretta McGee  
Julie Kreit  
Cristina Firescu-Williams  
Becky Rice  
Tina Wolfensberger  
Megan Turner

*Family Services Program*  
Tiffany Lowe  
Melissa Doyle  
Anne Marie Parker

*Interagency*  
*Family Preservation*  
Russell Citro  
Rhonda Hall  
Georgette Hughes  
Christina McAllister  
Eddie Van Metre  
Insley Schaden  
Tammie Campher

*School Family Liaison*  
Kathy Boyd-Mansfield  
Tracy Nelson  
Lynne Snyder  
April Faith  
Katie Russell  
Megan Jordan

*Family Services*  
Ed Soffe  
Georgetta Kauffman  
Brenda Thomson  
Abby Short  
Denise Marshall  
Ligia Teodorovici

*Secretaries*  
Patty Rhodes  
Becky Smith  
Linda Dawson

*CPS*  
Mike Piercy

*CPS Screeners*  
Barb Shevokas  
Susan Butts  
Doreen Mellott  
Mary Jo Barnhart  
Derek Getic  
Melissa Clark  
Shannon Bennett

*CPS Intake*  
Joyce Martin  
Bruce McCarthy  
Elizabeth Wilson  
Jenel Keller  
Michelle Goodrich  
Ashley Massey  
Alison Lillis  
Linda Bell

*Continuing CPS*  
Corey Carson  
Jessica Martin  
Mark Conrad  
Andrea Kautz  
Karen Doub  
Jennifer Canby  
Robin Stoops  
Teresa Nutter  
Kari Stine  
Alana Taber

*Child Advocacy Center-  
The Safe Place*  
Teresa Thorn

Tammy Puffenberger  
Debbie McFarland  
Brenda Lohman  
Helen Orndorff  
Sherry Keeney  
John Soffe  
Kim Farmer  
Sara Cohick  
Barbara Whitehall

*CPS Appeals Attorney*  
Tiffany Reiff

*Regional Appeals  
Coordinator*  
Pam Martin

*Family Support Center*  
Dori Yorks  
Deanna Holder  
Karen Lawrence  
Rhonda Forrest  
Shana Matthews  
Kelli Miller  
Kimberly Dudley  
Elizabeth Scallion  
Sarah Dietz  
Trisha Hovermale  
Kelly Kemp  
Sylvia Cannon-Simon





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*Washington County Department of Social Services is a field  
office of the Maryland Department of Human Resources  
Martin O'Malley, Governor / Anthony G. Brown, Lt. Governor / Brian Wilbon, Interim Secretary*